

# Integrated Management Systems Manual

*Safety, Family, Lifestyle*



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## 1.0 Purpose, Scope and Context of the IMS Manual

### 1.1 Introduction/Background

Tamworth Regional Council's (TRC) Integrated Management System (IMS) consolidates the Work Health & Safety (WHS), Environmental and Quality management processes within a single management system which is underpinned by a range of State and Commonwealth legislative requirements.

Council, the General Manager and the Executive Management Team (EMT) have a vision of providing a safe, healthy and productive working environment for all workers and it is also embedded in values that TRC have adopted.

The objectives of TRC IMS are to provide a responsive framework to reduce workplace incidents, and exposures to hazards and risks by using effective risk management processes.

### 1.2 Purpose

The purpose of this IMS Manual ("the Manual") is to achieve TRC's WHS, Environmental and Quality Management goals and objectives. The Manual has been written to establish a framework to protect our workers, the environment in which TRC are operating, and to comply with all relevant WHS, Environment and Quality related legislative requirements and industry best-practice standards (AS/NZS 4801:2001 – Occupational Health & Safety Management Systems, ISO 14001:2004 – Environment Management, and ISO 9001:2008 – Quality Management).

### 1.3 Scope

The Manual is applicable to all of TRC's operations and services that are provided in the capacity of a local government authority. TRC is responsible for the planning, management, maintenance and construction of public infrastructure and the provision of public and community services as the local government authority for the Tamworth Region.

The Manual details how the IMS functions and how each worker must address their responsibility and accountability for the various processes that support the management of WHS, Environmental and Quality within TRC.

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## 1.4 Definitions

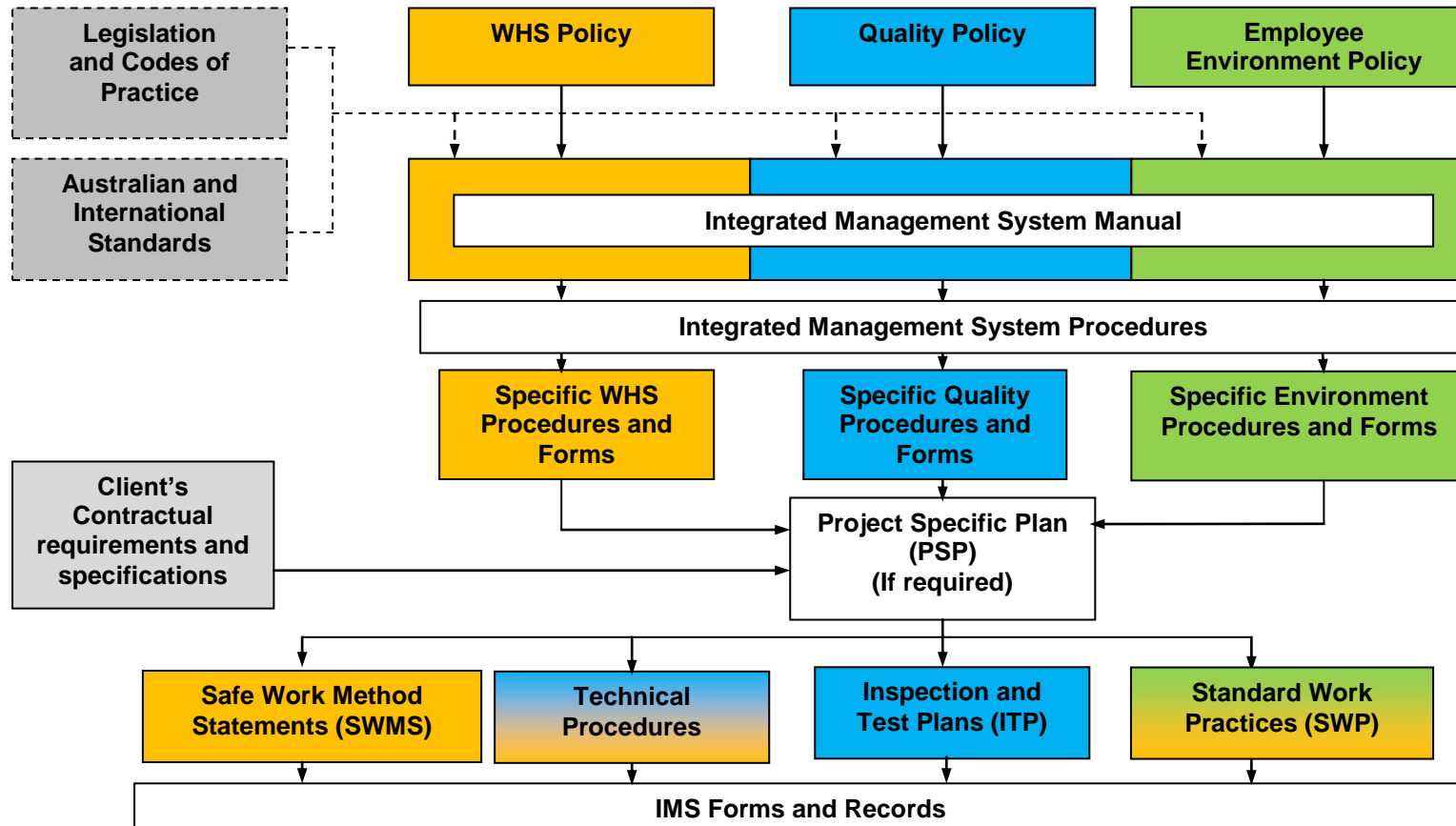
The following definitions apply to the IMS:

<b>Audit</b>	A systematic examination against defined criteria to determine whether activities conform to planned arrangements and whether these arrangements are effectively implemented to achieve the organisation's objectives. Audits are conducted by IMS personnel and/or external third parties.
<b>Competent Person</b>	A person who has acquired through training, qualification, or experience, or a combination of these, the knowledge and skills, including WHS knowledge and skills, qualifying that person to perform the task.
<b>Continuous Improvement</b>	Process of enhancing the IMS to achieve improvements in overall organisational performances. This Process may be conducted en-masse or systematically in stages.
<b>Contract</b>	A legal agreement between a Contractor or Supplier and TRC for the delivery of goods and/or services.
<b>Contractor</b>	An organisation or individual that provides a service to TRC. (also referred to as a subcontractor of TRC).
<b>Employee</b>	A person directly engaged by TRC as a paid member of staff.
<b>Environment</b>	Surroundings in which an organisation operates, including air, water, land, natural resources, flora, fauna, humans, and their inter-relation. Any change to the Employee
<b>Environmental Impact</b>	Environment, whether adverse or beneficial, wholly or partially resulting from TRC's and/or its Contractors activities, products or services. A source or a situation with a potential for harm in terms of human injury or ill-health, damage to property, damage to the employee
<b>Hazard</b>	environment, or a combination of these.
<b>Hazard Identification</b>	The Process of recognising that a Hazard exists and defining its characteristics.
<b>Health Monitoring</b>	Monitoring of employees for the purpose of identifying changes in health status that may be due to occupational exposure to a Hazard.
<b>Incident</b>	Any unplanned event resulting in, or having a potential for injury, ill health, damage or other loss.
<b>Near Miss</b>	Any unplanned event that <b>did not</b> result in injury, illness or damage but had the potential to do so.
<b>Non-conformance</b>	A failure to comply with a requirement of TRC's IMS or a specific customer's management system.
<b>Process</b>	A set of inter-related resources and activities that transform inputs into outputs.
<b>Risk</b>	The effect of uncertainty on objectives.
<b>Risk Management Process</b>	Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.
<b>Risk Assessment</b>	The Process of Risk Identification, analysis and evaluation.
<b>Risk Identification</b>	Process of finding, recognizing and describing risks.
<b>Supervisory Personnel</b>	Any TRC personnel with direct report employees.
<b>Supplier</b>	An organisation that provides a product to TRC.
<b>Volunteer</b>	A person who provides a service to TRC without being paid.
<b>Worker</b>	A term used to describe any person who undertakes work, including employee, contractor, or volunteer.

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### 1.5 Integrated Management System Structure

#### External Requirements



**Level 1** – Policy commitments for the management of Quality, WHS and Environmental within Council

**Level 2** – Quality, WHS and Environmental Management Procedures. They describe who does 'what', 'when', 'where' and 'why'.

**Level 3** – Reference documents describing 'how'.

**Level 4** – System Records and Reports

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## 2.0 Policy and Planning

### 2.1 IMS Policies

TRC has developed policy statements for WHS, Environment and Quality as a reflection of TRC's commitment to continuously improving the management of these disciplines across all of TRC's operations. The policies act as a central point for the IMS with a series of supporting procedures developed to enable the fulfilment of the policy commitments through the IMS.

Refer to [IMS Policy Development and Review Procedure](#).

Specific responsibilities and accountabilities in relation to the management of WHS, Environment and Quality are detailed within this Manual and associated procedures.

#### Workplace Health and Safety

TRC is committed to providing a safe workplace for all workers and will fulfil its WHS Policy commitments by ensuring the effective management of WHS risk exposures and by addressing the requirements of the NSW *Work Health and Safety Legislation* (2011).

Refer to [Work Health and Safety Policy](#)

#### Environment

TRC is committed to the ecologically sustainable development for the region. It aims to fulfil this commitment by implementing a process of continuous improvement to allow for environmental performance to be monitored and by ensuring that all relevant environmental management legislative requirements and guidelines are adhered to.

Refer to [Environmental Policy](#)

#### Quality

TRC is committed to providing a high standard of customer service, developing supporting procedures to enable the effective management of quality related issues and addressing the requirements of the industry best-practice standard ISO 9001:2008 – Quality Management Systems.

Refer to [Quality Policy](#)

#### Risk Management

To support the IMS, TRC shall embed a culture of risk Management with a Risk Management Policy and supporting risk Management Procedures to direct the effective management of adverse effects and potential opportunities within TRC.

Refer to [Risk Management Policy](#)

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## 2.2 IMS Objectives and Targets

To support the continuous improvement processes, TRC will establish specific IMS Objectives on an annual (financial year) basis.

The objectives shall be supported by key performance indicators (KPIs) to assess the effectiveness of the IMS. These KPIs will include lagging outcome indicators and leading positive performance indicators. Progress toward the achievement of the discipline specific targets is to be reported at least monthly by IMS Personnel to EMT.

Refer to [IMS Key Performance Indicators](#).

The Director of Corporate Governance is responsible for the development of the IMS objectives. The objectives shall be used to develop a series of lag and lead performance indicators used to direct and assess TRC's performance.

IMS Improvement Plans may be developed to enable the achievement of the established objectives.

## 2.3 IMS Planning

IMS procedures shall meet legislative requirements, customer needs and TRC's organisational requirements. This will involve:

- Determining legislative requirements;
- Identifying organisational processes required to be included to align with industry best practice;
- Reviewing TRC's risk exposures that requires action from EMT;
- Establishing IMS objectives; and
- Developing plans to achieve the specific targets.

Refer to [IMS Planning Procedure](#).

## 2.4 Legal and Other Requirements

Legal and other requirements for WHS, Environment and Quality related issues will be identified by EMT and Divisional Managers. TRC's Assistant General Manager and General Counsel will establish a Legislative Register of legal (and other) requirements relevant to TRC. The Assistant General Manager and General Counsel shall ensure that the Legislative Register is updated following any changes to the relevant Legislation.

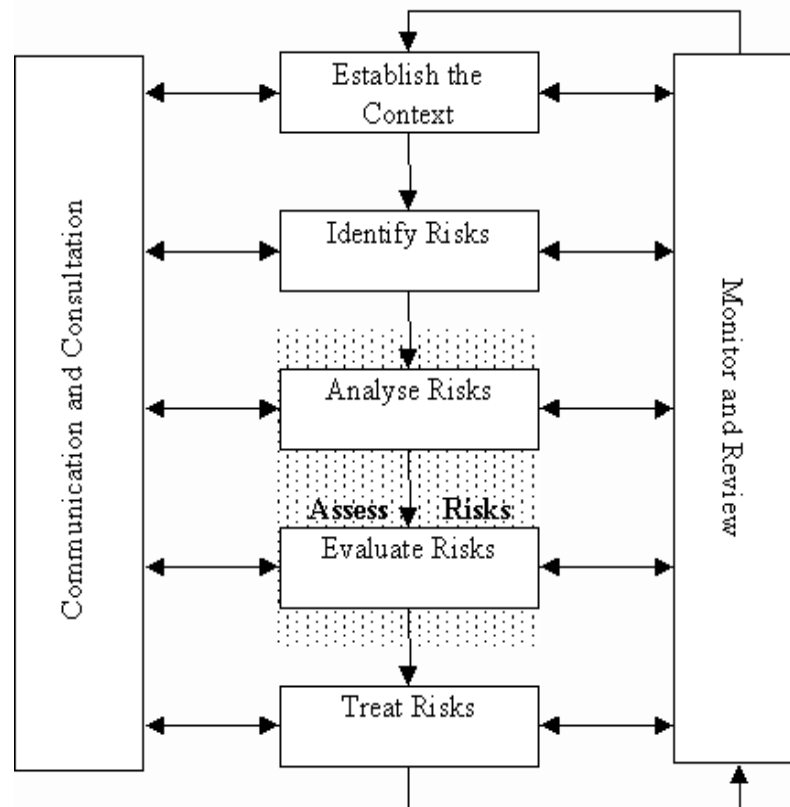
Divisional Managers have a responsibility to ensure they remain up-to-date with any changes in the relevant legislation.

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## 2.5 Risk Management

To support the IMS, TRC shall embed a culture of risk Management with a Risk Management Policy and supporting risk Management Procedures to direct the effective management of adverse effects and potential opportunities within TRC.

Risks are to be managed through the application of following approach:



Source: ISO 31000:2009

TRC will maintain a risk management process applicable for all of its operations. It will include the development and use of organisation-wide risk register with functionality to produce:

- Strategic Corporate Risk Register – established to represent the IMS related risks across whole of TRC’s operations. This register is to be reviewed every year by EMT, with an updated risk Register to be developed each year;
- Divisional Risk Registers – typically includes 10 – 15 WHS and Environment risks which impact on the ability of individual Divisions to achieve their objectives. At a minimum these risk Registers shall be reviewed by Divisional Managers and updated on an annual basis (to be completed in April of each year); and
- Environment Aspect Risk Registers – shall be developed to document priority WHS and Environment issues. At a minimum, this register shall be formally reviewed and updated every year or when necessary, Risk and Compliance will develop reports.

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## 2.6 IMS Improvement Plan

An IMS Improvement Plan may be developed to assist TRC to meet the established objectives and targets. Defined responsibilities and timeframes will be included within the structure of these plans. The plans are to be reviewed in May of each year.

The IMS Improvement Plans may include:

- WHS initiatives developed to address deficiencies identified through workplace incident trends and risk exposures;
- Environmental initiatives developed to ensure compliance with the NSW Office of Environment and Heritage legislation and regulations, prevention of pollution, minimisation of waste, conservation of water and efficient use of resources; and
- Quality-related initiatives developed to address deficiencies identified through Non-conformance trends and risk exposures.

The Director of Corporate Governance is responsible for the development of the IMS Improvement Plans.

Refer to [IMS Planning Procedure](#).

## 2.7 IMS Planner

To support the management of the actions for the IMS, an annual IMS Planner is to be developed by IMS Personnel.

Refer to [IMS Planner](#).

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### 3.0 IMS Responsibility, Accountability and Authority

Each position within TRC has specific responsibilities, accountabilities and authorities in relation to the management of WHS, the Environment and Quality.

Systems based responsibilities are detailed within the specific responsibilities associated with the IMS flowchart procedures.

Refer to [IMS Responsibility, Accountability and Authority Procedure](#) with a consolidation of the IMS responsibilities provided within the [IMS Responsibilities Matrix](#).

#### 3.1 General Manager

The General Manager has overall responsibility for establishing TRC’s WHS, Environment and Quality related goals and allocating the necessary resources and infrastructure to ensure that they are achieved via the IMS. The General Manager also reviews the effectiveness of the IMS every six months (in June and December) for compliance to the relevant legislative requirements. The General Manager undertakes a leadership role promoting and ensuring compliance with the requirements of the IMS.

#### 3.2 Executive Management Team (General Manager and Directors)

The members of EMT have the responsibility of resourcing and implementing the IMS Management Plan, and reviewing its effectiveness in achieving the established targets and objectives. They are accountable for the management of WHS, Environment and Quality risks within their directorates.

#### 3.3 Divisional Managers

The Divisional Managers have the responsibility to ensure the effective implementation and operation of the IMS within their areas of responsibility. They are accountable for the WHS, Environmental and Quality outcomes of their divisions.

#### 3.4 Supervisory Personnel

Supervisory Personnel are responsible for implementing the IMS by following the applicable procedures relating to their work being undertaken and by documenting this to demonstrate compliance on a day-to-day basis.

#### 3.5 Workers

Each worker is individually responsible for ensuring that they understand the requirements of their role in relation to WHS, Environmental and Quality management, and that they comply with the requirements of the IMS Procedures. Each worker has a responsibility to receive information and familiarise themselves with the IMS requirements relevant to their role and comply with these requirements, and any specific requirements that have been established (such as the [Site Safety and Environment Rules](#)).

#### 3.6 IMS Personnel

IMS Personnel are responsible for managing, auditing and reviewing the IMS processes.

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## 4.0 Training Requirements

All employees shall receive training in WHS, Environmental and Quality management, inclusive of the requirements of the IMS. The training will be task/activity and site specific. Employees shall not perform work tasks and activities unless they are deemed competent to do so by the on-site Supervisory Personnel after having completed the task/activity and site specific training.

Refer to [Employee Training Procedure](#).

### 4.1 Training Needs

Personnel qualifications and skills shall be identified to enable specific training needs to be determined. Supervisory Personnel and Divisional Managers in consultation with Learning and Development (Human Services Division) shall facilitate the development of an annual training plan for employees to provide to ensure specific training requirements are maintained or upgraded.

### 4.2 Training and Assessment

The employee will be assessed against criteria identified from the position description, including safety, environmental and quality requirements. Divisional Managers shall ensure their employees are instructed on how to comply with the requirements of the IMS.

When the training has been successfully completed it shall be recorded in the employee training database by Learning and Development (Human Services Division).

### 4.3 Training Records

All records of training (including employee inductions) shall be kept and uploaded onto the Learning and Development training database.

### 4.4 Employee Induction

An employee induction program will be provided encompassing the TRC corporate induction process, the site specific WHS and environmental hazards and the related WHS and environmental control measures implemented to manage these.

Site specific inductions shall be provided prior to the employee commencing work on a site or when there is a change in activities on that specific site. Where required, the activity specific training shall detail the requirements of the SWMS and SWP.

Refer to [Employee Induction Procedure](#) and the [Workplace Induction Form](#).

### 4.5 Training for Volunteer Personnel

TRC is supported by a range of volunteer personnel undertaking specific customer service and support roles for TRC. All volunteer personnel shall receive training focused on the specific requirements of their volunteer role where applicable.

Refer to [Volunteer Training Procedure](#).

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## 5.0 Consultation and Communication

Consultation and communication with workers is a legislated requirement.

Directors and Divisional Managers will regularly consult with workers (or their workplace health and safety representatives) in relation to the following:

- Development and review of the IMS Policies;
- Development and review of the IMS;
- Development and review of SWMS and SWPs;
- The resolution of identified hazards and risks; and
- Any operational changes which may affect WHS, Environment or Quality.

### 5.1 Health, Safety and Environment (HSE) Committee

The HSE Committee is an important medium of WHS consultation, consisting of elected employee representatives and appointed management representatives. The HSE Committee Constitution outlines the working functions of the committee including:

- Membership and the scope of the Committee;
- Election and appointment; and
- Committee's role in relation to IMS process including workplace inspections.

A formal agenda is to be used for these committee meetings to promote a proactive approach to the management of WHS and Environment issues (Refer to the [HSE Committee Agenda](#)).

Refer to [Consultation Procedure](#).

### 5.2 Workplace Communication

Written communications are to be provided in the form of newsletters, emails and notices that are to be posted on the IMS Noticeboards.

Communication and consultation between workers, Supervisory Personnel and Divisional Managers is compulsory.

All employees shall attend (at a minimum) a monthly meeting of their work group to discuss WHS, Environmental and Quality issues. These meetings may be in the form of a team meeting or a toolbox talk and shall be facilitated by the Supervisory Personnel.

A record of these discussions is to be kept using the [Toolbox Talk Staff Meeting Form](#). It will be the responsibility of the Divisional Manager to ensure the attendances and minutes of all meetings are recorded.

Where these meetings occur on worksites that include contractors and/or volunteers that are involved in the daily works, the contractors and/or volunteers should also attend the meetings as the issues discussed may affect how they perform their work.

Refer to [Workplace Communication Procedure](#).

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### 5.3 Customer Complaints, Enquiries and Requests

As a local government authority, TRC has many customers and there are numerous ways for customers to make complaints, enquiries and/or requests. CRMS has been established as a collation point for customer complaints and requests.

All complaints and/or requests are to be recorded via the CRMS.

Refer to [Customer Complaints, Enquiries and Requests Management Procedure](#).

### 5.4 Specific HSE Issue Resolution

If a specific HSE related issue is unable to be resolved by the Supervisory Personnel, Divisional Manager or Director, it is to be escalated to the HSE Committee or specialist consultants for resolution.

Refer to [HSE Issue Resolution Procedure](#).

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## 6.0 Document Control

### 6.1 Document Management

TRC will implement a procedure for controlling all IMS documentation to ensure that only current revisions are in use throughout the organisation.

Only electronic documents will be “CONTROLLED” and all printed hardcopies will be considered “UNCONTROLLED”. It is the responsibility of the user to ensure that the revision status of any hard copy is the current revision by checking it against the electronic copy stored in TRIM (TRC’s electronic document management system).

All documents to indicate ‘This printed copy of an electronic document is uncontrolled’ and the date the document was printed.

Refer to [Document Management Procedure](#).

### 6.2 Document Codes

All IMS documents will be coded to provide a unique identifier for each document. Document types will include the following:

POL	-	Policy
MAN	-	Manual
PROC	-	Procedure
FRM	-	Form
SWMS	-	Safe Work Method Statements
SWP	-	Standard Work Practices
SAP	-	Standard Administrative Procedures
REG	-	Register
OTH	-	Other IMS Related Documents

### 6.3 Control of Records

Procedures have been established and shall be maintained to ensure that correct identification, indexing, filing, storage, maintenance and disposition of IMS records is carried out in accordance with the *State Records Act (1998)*.

Documents shall be categorised based on their application.

Refer to [Records Management Procedure](#) which details the IMS documentation that is considered to be a record.

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## 7.0 Risk Management

To support the identification, assessment, control and review of TRC's WHS, Environment and Quality related risks, a register of these risks shall be developed and reviewed every year by EMT (to be scheduled for May and September each year).

### 7.1 Hazard Identification and Risk Reporting

To promote the identification and reporting of WHS and Environment related risks, a formal reporting process is to be implemented using the Corrective Action Report Form and this may be followed by a workplace inspection, to be determined by Risk and Compliance. (refer to 18.0 Measurement and Evaluation, 18.6 Workplace Inspections).

Refer to the [Hazard and Risk Reporting Procedure](#) with hazards and risks to be reported via the [Corrective Action Report Form](#).

Identified workplace risks are to be eliminated or minimised to a level as low as is reasonably practicable.

### 7.2 Risk Assessment

To support the management of the identified workplace risks a risk assessment process should be applied in consultation with the workers involved in the process. As part of this process identified workplace risks are to be risk assessed using the TRC Risk Management methodology.

Where specific workplace risks are well known and there are widely accepted and well established control measures for those risks a formal risk assessment is unnecessary.

Risks that cannot be immediately resolved to an acceptable (or 'as low as is reasonably practicable') level are to be escalated by Supervisory Personnel to Divisional Managers for actioning and inclusion (as required) on the relevant risk register.

Refer to the [Risk Management Procedure](#) and the [Risk Management Tables](#).

Supporting Risk Assessments are to be recorded on the [Site Risk Assessment Form](#).

### 7.3 Safe Work Method Statement (SWMS)

When undertaking 'High Risk Construction Activities' (as defined by Section 291 of the *Work Health and Safety Regulations*) there is a requirement to develop a Safe Work Methods Statement (SWMS) and implement the requirements of the SWMS to ensure the health and safety of workers and others on-site.

The SWMS will include a risk assessment component with the risks to be assessed in accordance with [Risk Management Procedure](#). All workers using a SWMS are to be inducted into the processes detailed within the SWMS with records retained of their acknowledgement of this induction process.

Refer to the [Safe Work Methods Statement \(SWMS\)/Standard Work Practice \(SWP\) Application Procedure](#).

### 7.4 Implementation of Control Measures

The assessment of the risks shall determine the priority in which the control measures for the risks are to be implemented. The elimination of the source of the risk should always be considered as a priority, with the control measures for WHS and Environmental risks shall be developed in accordance with the 'Hierarchy of Control'.

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As part of the managing a workplace risk, a specific Standard Work Practice (SWP) may be developed for use within TRC.

Refer to the [Safe Work Methods Statement \(SWMS\)/Standard Work Practice \(SWP\) Application Procedure](#)

Supporting Risk Assessments are to be recorded on the [Site Risk Assessment Form](#).

## 7.5 Review and Monitoring

Once implemented the risk control measures are to be reviewed for effectiveness with any relevant adjustments to the risk control measures to be implemented as required.

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## 8.0 Procurement Controls

Procurement controls, including those relating to the management of contractors, are integral to ensuring a quality product and minimising WHS and Environmental risks.

TRC shall establish and maintain procedures to control the procurement of goods (including plant and hazardous chemical), and services.

Refer to [Procurement Procedure](#) .

For matters relating to purchasing, refer to TRC's Purchasing Policy.

### 8.1 Supplier Selection

The previous performance of a supplier is to be considered within the tendering, selection and appointment process. Once engaged the supplier's performance should also be monitored by the responsible Supervisor Personnel and/or Divisional Manager.

### 8.2 Product Verification

Goods received by TRC shall be inspected to ensure that they conform to all required specifications.

Conforming products will be released for use while any non-conforming product will be clearly marked and kept separate pending a decision on corrective action.

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## 9.0 Contractor and Visitor Management

Under the *Work Health and Safety Act (2011)*, TRC has a heightened responsibility for contractors engaged to undertake work for TRC.

TRC will maintain control of any outsourced works as a means of ensuring product conformity to the client requirements.

### 9.1 Contractor Selection and Appointment

The previous performance of a contractor is to be considered within the tendering, selection and appointment process. Once engaged the contractor's performance should also be monitored by the responsible Supervisory Personnel and/or Divisional Manager.

Refer to [Contractor Management Procedure](#)

### 9.2 Contractor Induction

Supervisory Personnel shall also arrange for a site induction for contractors regarding WHS, Quality and Environmental responsibilities before commencing work.

Refer to [Contractor Induction Procedure](#) and the [Workplace Induction Form](#).

### 9.3 Contractor Performance and Review

Contractor performance will be reviewed by the TRC Manager responsible for engaging the contractor (or their nominated representative) with any issues raised with the contractor accordingly. Any identified non-conformances are to be documented accordingly and forwarded to the contractor for corrective action.

### 9.4 Visitors to Sites

Any TRC or external personnel visiting a TRC workplace/worksite are required to sign-in and undertake a Visitors Induction.

Refer to Contractor [and Visitor Induction Procedure](#) and the [Visitor Sign-in Sheet](#).

Visitors are to be escorted by an inducted employee at all times while visiting the TRC workplace/worksite.

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## 10.0 Hazardous Chemicals/Dangerous Goods Management

Hazardous chemicals and dangerous goods are to be strictly managed in order to minimise harm to workers and adverse impacts on the environment.

Refer to the [Hazardous Chemicals/Dangerous Goods Management Procedure](#).

### 10.1 Safety Data Sheets

A Safety Data Sheet (SDS) is to be provided for each hazardous chemical and/or dangerous good used at that workplace. The SDS contains information about the chemical properties, the associated health hazards and the precautions for use and handling of the product being supplied.

Workers shall have ready access to a copy of the SDS and any related risk assessments. A hardcopy of the SDS and the risk assessment is to be kept on-site.

### 10.2 Hazardous Chemical Register

The Chemwatch Database is to be used to establish a register of all hazardous chemicals used at that workplace. The register should be updated when a new hazardous chemical is introduced or when the use of an existing hazardous chemical is discontinued.

A copy of the Hazardous Chemical Register shall be available at the stores and at the work site where the chemical is used. This should be reviewed by the relevant Supervisory Personnel in April of each year.

### 10.3 Hazardous Chemical Purchasing

Where two similar chemicals are available and one is considered to be non-hazardous, then the non-hazardous, environmentally friendly product should be considered for purchase.

### 10.4 Managing Asbestos Containing Material (ACM)

The process for the identification and management of Asbestos Containing Material (ACM) within TRC workplaces is detailed within Asbestos Management Procedure, and the process for the removal of the Asbestos is reflected within the Asbestos Removal Procedure.

Asset owners are responsible for managing asbestos their assets.

Asbestos register is to be reviewed and updated when required by the asset owners via Asset Management System.

Refer to the [Asbestos Management Procedure](#) and the [Asbestos Removal Procedure](#).

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## 11.0 Plant

The use of plant (and equipment) has the potential to cause harm to people and the Environment. Specific processes are to be implemented to ensure that the plant is safe to use.

Refer to the [Management of Plant Procedure](#).

### 11.1 Plant Pre-purchase Risk Assessment

For any plant that are purchased, pre-use risk assessments are to be facilitated by the Plant and Fleet Services Manager to ensure the product is safe for use and to develop safe work procedures for its use. The limits and hazards associated with the operation of equipment will be defined in the risk assessment.

The Divisional Manager undertaking the procurement or responsible for its use shall be responsible for ensuring the necessary procurement controls are implemented.

### 11.2 Instruction Manuals

Instruction Manuals are to be provided by the supplier for each item of plant used at that workplace and are available from the Plant and Fleet Services Division. Workers shall have ready access to the Instruction Manuals and any related risk assessment.

### 11.3 Pre-Use Inspection

Prior to operating any plant (including hired plant), a pre-use inspection must be undertaken by the operator to identify any damage to the equipment that may prompt a workplace hazard. The extent of this inspection varies with the item of plant; for example powered mobile plant must be inspected using the following:

[Plant Start-up Checklist for Large Plant](#); or [Plant Start-up Checklist for Small & Medium Plant](#).

### 11.4 Preventative Maintenance

TRC plant and equipment is to be maintained on a preventative basis in order to ensure it remains in operational condition.

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## 12.0 Quality Management

All processes which directly affect Quality shall be identified, planned and carried out under controlled conditions.

Controlled conditions shall include:

- Product/service standards will be determined during the design and development stage;
- Using documented procedures where the absence of such procedures could affect quality;
- The steps of the process will be defined and documented to establish a standard way of performing the process to ensure product quality;
- Any relevant standards will be listed in the procedures along with criteria on expected work standards and acceptance criteria; and
- TRC will provide the correct equipment for each task and it will be maintained in working order.

TRC has developed specific procedures to manage quality including;

- [Design Control Procedure](#)
- [Project and Service Realisation Procedure](#)
- [Quality Management for Customer Requirements Procedure](#); and
- [Calibration Procedure](#).

### 12.1 Validation of Processes for Production and Service Provision

Where the results of construction/installation processes and/or techniques cannot be fully verified by subsequent inspection and testing, (i.e. product deficiencies may become apparent after its use) specific verification processes shall:

- Be carried out by qualified operators; and/or
- Require continuous monitoring of process parameters to ensure legislative requirements are met.

Where conformance of the product cannot be verified by final inspection, (e.g. covered works), evidence such as records of technical specifications and product testing shall be generated during the process as a means of verifying that conformance has been achieved.

### 12.2 Identification

Procedures shall be established and maintained for identifying, where appropriate, items or sections of work to applicable design drawings throughout the duration of the project. Identification shall be by means of unique identification codes, physical location or other unique methods.

### 12.3 Traceability

This applies where traceability is a specific requirement of the project and specification.

Where traceability is a specified requirement, individual documentation and components of projects shall be uniquely identified. Quality records shall be developed to enable future tracing of the work and goods to which traceability applies.

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## 13.0 Design Controls

TRC shall establish and maintain procedures to control and verify the project design to ensure that the specified requirements are met. These procedures shall include design planning, design input/output, design verification and design changes and the preparation of a Safety in Design Report in accordance with the WHS Act 2011.

Refer to [Design Control Procedure](#) and [Survey and Design Workflow](#)

### 13.1 Design and Development Planning

TRC shall plan and control civil design and development. This will include the review of the WHS and environmental considerations of the design as well as scheduling the design in accordance with other design priorities and the needs of the internal client.

### 13.2 Design Input

A design brief is required to identify the scope of the works, to communicate the expected outcomes of the project, to identify any relevant site specific information and to identify any constraints, hazards and risks that may affect the design. The design brief shall be prepared during an Initial Briefing Meeting in accordance with the Survey and Design Workflow.

### 13.3 Design Output

Design output shall be documented in a form that enables verification against the design, generally expressed in terms of requirements, calculations and analyses.

### 13.4 Design Review, Verification and Validation

Designs shall be reviewed at regular key intervals in accordance with the requirements of the Survey and Design Workflow. Participants at each design review shall include representatives from all functions concerned with the design stage being reviewed. The progress of each stage of the design shall be regarded as a Hold Point and shall not progress until each representative has reviewed the design and is satisfied with its progress.

TRC shall provide verification that the design output meets acceptance criteria, such as technical standards, or relevant regulatory requirements and identify those characteristics of the design which are crucial to the safe and proper functioning of the completed project. This verification, including supporting information, will be included in the Safety in Design Report provided to the client at the handover of the design.

Conformance to the user's requirements is checked as part of design verification, or design validation process (Design validation refers to the use of alternative design checking methods and shall be stipulated on the design brief).

### 13.5 Design Changes and Modifications

Design changes and modifications may result from change initiated by TRC or the internal client. The approval of design changes shall be to the same level and criteria as the original documentation. The internal client who received the original design should be advised of any changes or modifications. Design changes are to be formally documented on the TRIM DSJN folder and shall be noted in the amendment register kept in the same folder.

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### 13.6 Continuing Improvement

TRC shall strive for continuous improvement in the quality of designs by reviewing the design post-construction with the design client to identify any areas where improvement in the design may have made the construction process more efficient or cost-effective. Outcomes of each post-construction review shall be communicated to each member of the survey and design team to ensure suggested improvements are implemented across the whole team.

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## 14.0 Project and Service Realisation

TRC will ensure the delivery of project or services that meet the customer needs and complies with regulatory requirements. To achieve this TRC will follow a system of project and service realisation, including:

- Determining the project and service requirements, specifications and quality objectives to enable project and service realisation;
- Determining the customer requirements and any WHS and environmental requirements;
- Confirm TRC's capability to deliver the project or service;
- Establishing the necessary processes of verification, validation, monitoring, inspection and test activities specific to the project and service and the criteria for project and service acceptance;
- The calibration of all monitoring and measuring devices used to verify project or service conformity; and
- Ensuring that records are collected to provide evidence of project or service conformity.

TRC will ensure that it can always meet its quality objectives and deliver project and services whilst ensuring all applicable regulatory requirements. To ensure this, TRC will formally review the project or service requirements and verify the details against the original specifications at the completion of the works.

Any amendment to orders or contracts will be managed formally with a documented change to the order or contract.

Refer to [Project and Service Realisation Procedure](#) and the [Quality Management for Customer Requirements Procedure](#)

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## 15.0 Work Health and Safety Management

All processes which directly affect WHS shall be identified, planned and carried out under controlled conditions.

Controlled conditions shall include:

- Using documented procedures where the absence of such procedures could affect WHS;
- The steps of the process will be defined and documented to establish a safe way of performing the process to ensure WHS;
- Any relevant standards will be listed in the procedures; and
- TRC will provide suitable equipment for each task and it will be maintained in working order.

TRC shall develop SWMS and SWP's to manage high risk work.

TRC has developed specific procedures to manage WHS risks including but not limited to;

- [Isolation, Lock-out and Tag-out Procedure](#) (and the [Isolation Permit](#));
- [Manual Handling Procedure](#)
- [PPE Management Procedure](#);
- [Remote and Isolated Work Procedure](#);
- [Confined Space Entry Procedure](#);
- [Laser Safety Procedure](#); and
- [Working Near Electrical Services Procedure](#).

Other WHS specific procedures may be developed as necessary.

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## 16.0 Environmental Management

All processes which directly affect the environment shall be identified, planned and carried out under controlled conditions.

Controlled conditions shall include:

- Using documented procedures where the absence of such procedures could affect the environment;
- The steps of the process will be defined and documented to establish an environmentally safe way of performing the process; and
- Any relevant standards will be listed in the procedures.

TRC has developed specific procedures to manage environmental aspects and impacts including:

- [Air Quality Management Procedure](#)
- [Erosion and Sediment Control Procedure](#)
- [Heritage and Archaeology Procedure](#)
- [Identification of Flora and Fauna Procedure](#)
- [Water Quality Management Procedure](#)
- [Waste Management Procedure](#)
- [Noise Management Procedure](#)

Other Environmental specific procedures may be developed as necessary.

Depending on the nature of the works, the requirement to undertake a formal environmental assessment may be required. TRC has developed a [Review of Environmental Factors template](#) to assist with this process.

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## 17.0 Emergency Management

Every TRC workplace shall have an emergency procedure developed, reviewed and tested on an annual basis. Individual site-based work teams shall also have emergency procedure developed and communicated to all workers.

Refer to the [Emergency Management Procedure](#).

### 17.1 Emergency Planning

In preparation for an emergency event, an Emergency Response Plan shall be developed by the relevant Divisional Manager comparable with the risks associated with the site. Specific roles designated for the management of the event at fixed sites e.g. Council Buildings, Depots. These roles are:

- Chief Wardens – the most senior employee on site at the time of the event;
- Deputy Chief Wardens – a person nominated by the site Chief Warden to liaise with emergency services;
- Floor Wardens – employees nominated to be responsible for the evacuation of all persons within the building or worksite; and
- First Aid Officers.

Emergency assembly points (muster points) will be designated and sign-posted throughout workplaces. For fixed site, refer to emergency response plan onsite.

In the event of an emergency it is expected that all workers will enact the requirements of the Emergency Plan and assist Emergency Services where required.

### 17.2 Emergency Equipment

Emergency equipment shall be located throughout all TRC buildings and worksites. The equipment shall comply with the relevant Australian Standards and be appropriately sign posted.

All fire-fighting equipment shall be regularly checked and serviced by specialist contractors.

First aid kits shall also be inspected regularly and readily available in the workplace.

### 17.3 Emergency Training

All employees will be trained in the emergency response processes, including the location of the emergency assembly points and the use of any emergency equipment.

All Wardens and at-risk employees shall be trained in the use of fire-fighting equipment.

### 17.4 Annual Test of the Emergency Response Plans

TRC shall conduct an annual test of the site emergency plans to ensure the plans are current and known to all workers in that specific workplace.

### 17.5 Emergency Response Debrief

After an event, a debrief process will be facilitated to review the enactment of the Emergency Plan and identify any opportunities for improvement. Following the debrief information will be provided to workers involved in the emergency response by the relevant Divisional Manager with the plan evaluated as to its effectiveness.

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## 18.0 Measurement and Evaluation

### 18.1 Process Conformity

Processes affecting product Quality, WHS and/or the Environment objectives of projects or services provided by TRC will be measured with data recorded and analysed.

Divisional Managers shall be responsible for ensuring that the processes utilised in their respective workplaces are monitored and managed such that a continuous improvement approach is adopted to ensure that TRC can satisfy its Quality, WHS and Environmental objectives.

Examples include:

- Water quality failure;
- Sewer discharge failure;
- Number of development application approvals/refusals;
- Processing times for development applications;
- Document Control;
- Incidents and near misses;
- Environmental breaches;
- Complaints;
- Response times for correspondence; and
- Inspection and Test Plans (ITPs).

### 18.2 Customer Satisfaction

TRC will seek feedback from external customers at the end of the project, and will consider this feedback as a means of promoting continuous improvement.

Refer to the [Quality Management for Customer Requirements Procedure](#)

This feedback can be captured in relevant project hand over documents.

### 18.3 Monitoring and Measurement

TRC shall ensure that projects undertaken by workers are inspected and tested to verify they meet the specified requirements for WHS, Environmental and Quality compliance.

The methods to be adopted shall include:

- SWMS and SWP review (refer Section 7.5);
- Product Verification (refer Section 8.2);
- Contractor Performance and Review (refer Section 9.3);
- Inspections and Test Plans (refer Section 18.4);
- Workplace Inspections (refer Section 18.6); and
- Auditing (refer Section 21.0).

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#### 18.4 In-Process Inspection and Testing

Inspection and Test Plans (ITP) are generally developed for construction projects whereby materials or specific works are inspected and/or tested for compliance as per the requirements of the specifications. The purpose of the ITP is to identify materials and specific works to be inspected and/or tested during the construction phases inclusive of the nominated personnel responsible for undertaking the inspections and/or testing with the aim of confirming that the specified acceptance criteria has been met.

ITPs are generally managed with the use of hold points and witness points which define specific stages throughout the project which cannot proceed until the required inspections and/or testing have been completed and approved by the nominated personnel. When acceptance criteria has not been met and cannot be immediately rectified following inspection, a non-conformance is to be raised and subsequently closed out before the next stage of work can proceed.

Refer to [Inspection and Test Plan \(ITP\) Procedures](#).

#### 18.5 Final Inspection and Testing

Final inspection is carried out by the Director's nominee in accordance with documented procedures. The final inspection ensures that any defective works are detected prior to acceptance and release of the works for use.

This inspection includes review of inspection records to verify that inspection has been carried out during the progression of the works at the required times and that the records are complete and that the data meets specified requirements.

Non-conforming work shall not be released until correct disposition has been achieved.

For works carried out by a contractor, Supervisory Personnel responsible for the project delivery shall establish whether the works meet the specification and/or require further action or contract variation to bring the standard of work up to specification requirements.

Verification of compliance with TRC processes will be reviewed via the internal auditing processes.

#### 18.6 Workplace Inspections

IMS Personnel will be responsible for undertaking workplace inspections and providing workplace inspection reports to EMT and Divisional Managers as required.

IMS Personnel will also train and utilise the members of the HSE Committee to assist in undertaking formal workplace inspections as part of an on going process to ensure the work environment is free from harm to workers and the environment, and to ensure the effectiveness of control measures implemented to manage related risks.

Refer to the [Workplace Inspections Procedure](#) and the [Workplace Incident Report and Investigation Report Form](#).

#### 18.7 Health Monitoring

TRC will conduct health monitoring for employees where there is a risk to the health of the employee as a result of exposure to a hazardous chemicals, asbestos and airborne particulates. Council may undertake audiometric noise test on a case by case basis.

Health Monitoring records shall be recorded and maintained by the Human Services Division in accordance with the requirements of the *WHS Regulation (2011)*.

Refer to the [Health Monitoring Procedure](#).

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## 19.0 Incident Management

All injuries/incidents/near misses shall be reported to the immediate Supervisory Personnel and Risk and Compliance by the end of the shift (or as soon as practicable after the injury has occurred).

### 19.1 Incident/Near Miss Reporting

All workplace incidents/near misses must be reported on the [Workplace Incident Report and Investigation Report Form](#).

If necessary, the incident may be required to be notified to the regulatory authority – refer to the [Incident Notification Procedure](#).

### 19.2 Incident Investigation

Supervisory Personnel are to be notified by workers of the incident as soon as possible (no later than the end of the shift). Upon notification from the Supervisory Personnel the Divisional Manager shall ensure that an appropriate investigation is undertaken. The aim of the investigation to identify the causal factors associated with the incident and to implement corrective actions to prevent recurrence.

A two-tier structure for incident investigations shall be implemented whereby minor incidents (e.g. First aid related injuries) shall be investigated and actioned by Supervisory Personnel. More significant incidents involving lost time injuries or environmental damage shall require a Detailed Investigation by the relevant Divisional Manager in consultation with IMS Personnel. All corrective actions will be implemented by the relevant Divisional Manager or Supervisor.

Refer to the [Incident Notification Procedure](#).

### 19.3 Injury Management

TRC will maintain a Return to Work Policy and supporting procedures to enable this in accordance with the relevant Workers Compensation Legislation.

All employees are expected to comply with the Return to Work Policy. TRC is required to have an Injury Management Program in place to promote a safe and early return to work for an injured worker.

The complete process for Injury Management is detailed in the [Injury Management Procedure](#).

A Return to Work Plan is developed to identify suitable duties that an injured employee is capable of undertaking. Where possible, It is preferable that Employees continue to work in their current directorate.

The Injury Management Coordinator will manage the injured employees return to work, liaising regularly with the injured employee, the doctor, the workplace Supervisory Personnel and TRC's Insurer to ensure all workers compensation claims are managed, to assist in the return to work process for all injured workers.

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## 20.0 Statistical Techniques

TRC shall collect and analyse relevant statistical data for the purpose of monitoring trends.

IMS Personnel shall provide details of workplace incidents, IMS non-conformances and assessment of any root causes and previously implemented actions within reports forwarded to EMT.

This information will be used to assess TRC's performance against the established IMS Targets and Objectives.

### 20.1 Auditing

TRC will undertake quarterly auditing (three internal and one external audit) of the IMS as a means of assessing its effectiveness, and ensuring its alignment with the relevant legislation and industry practices and promoting continuous improvement.

Refer to the [IMS Audit Procedure](#).

### 20.2 Non-conformance and Corrective Actions

Non-conformances and potential non-conformances shall be managed systematically to promote the continuous improvement in the management of WHS, Quality and Environmental requirements.

Corrective Actions (including preventative actions) shall be implemented as a means of addressing identified non-conformances, and causal factors associated with WHS or environmental incidents.

Corrective Actions may also be implemented proactively to address circumstances that have the potential to cause injury, environmental harm or non-conformances.

Refer to the [Non-conformance and Corrective Action Reporting Procedure](#).

## 21.0 Management Review

The IMS shall be formally reviewed by EMT in June of each year to ensure its suitability, adequacy and effectiveness. The annual review of the IMS shall be aligned with the budgetary process and the establishment of new objectives and targets for the forthcoming year.

To support the Management Review process EMT should undertake workplace Management Tours (a records of these tours may be kept using the [Management Workplace Tour Form](#)).

A series of inputs are to be considered when undertaking the management review of the IMS. These inputs include audit results, Divisional Managers feedback and the progress towards established objectives and targets.

The formal management review shall be tabled at the EMT whereby actions identified can be confirmed and subsequently resourced to facilitate any required upgrades to the IMS.

Refer to the [Management Review Procedure](#).

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